

FORUM I

~Mission~

Honorable Reginald Brown

Dr. Michael Krause

Mr. Charles Arce

What are the *primary missions* of the Reserve components in support of the National Security Strategy (NSS) and National Military Strategy (NMS)? Should the Reserve components become the homeland defense team, remain Total Force partners, or provide another form of support to deployment missions?

FORUM I

Dr. Michael Krause

Topic A - What are the historical roles and

missions of the Reserve components?

Historical mission has not changed - support and defend the Nation

- **Missions:**

- **Homeland defense/security (defense)**
- **Support expeditionary warfare (offense)**
- **One size does not fit all**

- **Roles:**

- **Force in Reserve**
- **Operational in Reserve**
- **Force for defense**
- **<Build the nation>**

FORUM I

VADM Mark Feichtinger, USNR

Topic B - What role did the Abrams Doctrine contribute in this mission revolution?

- **Abrams - Political will - Force structure**
 - **Total Force-Doctrine; Mission Changes-demand; volunteer-structure; budget-equip & resize**
- **Political will -Volunteer AC, Swift Ops, Preemption**
- **Where we are - RC - Connection 1 on 1 w/media**
- **Total force NMS**
 - **Effects Based - Intel/targeting/staff/logistics/tanker**
 - **Stabilization; Rebuilding; Inevitable RC**

FORUM I

Maj Gen John E. Speigel, USAF

Topic C - What are the future roles and missions of the Reserve components?

- **Continue Title 10 purpose**
- **Flexibility, agility, speed**
- **Explore roles**
 - Psy-op UAV**
 - Space civil affairs (joint)**
 - Homeland Security/Defense**

FORUM I

MajGen Frances Wilson, USMC

Topic D - What mission flexibility must be considered for the Reserve components?

- **Maintain Service Title 10 Capabilities and Responsibilities**
- **Develop Portfolio of capabilities for both wartime /homeland defense and expeditionary warfare**
- **Maintain service level unique capabilities**
- **Transformation based on balanced capabilities**
- **Examine process that support transformation**
- **Maintain Service Title 32 Capabilities**

FORUM I

Honorable Reginald Brown

Conclusions

- **The mission of the RC remains to support and defend the nation**
- **The roles of the RC have evolved into three areas**
 - **Force in Reserve**
 - **Operational Reserve**
 - **Force for Defense**

Key Action Recommendations

- **Examine the right force structure AC/RC mix & balance**

FORUM II

~Emerging Doctrine~

Honorable Michael Dominguez

Dr. James Carafano

Dr. John Blair

***Emerging doctrine* is redefining the Total Force with a focus on mission balance, rapid and early deployments, and long-term joint operations. How do we build that doctrine?**

FORUM II

MGR. Fred Rees, USA

Topic A - What should be the future doctrine for the Reserve components?

- **The RC must be taken to war to gain the will of the people**
- **Train, Alert and Deploy**
- **Streamline the decision making process to rapidly integrate the RC**
- **The RC must train and fight in the joint arena**

FORUM II

RADM John Cotton, USNR

Topic B - How should the Reserve components be structured, organized, and trained?

- **Force structure is service dependant-one size does not fit all**
- **RC units must associate with AC units**
- **RC training must equal AC training**

FORUM II

Dr. James Carafano

Topic C - What rebalancing must be accomplished to provide appropriate force capabilities?

- **Speed/Cost effectiveness (allocate resources to allow RC to deploy in days)**
- **OPTEMPO-train and use low density high demand units**
- **Correct Balance-meet steady state for GWOT and surge capacity**

FORUM II

RADM Robert Papp Jr., USCG

Topic D - How should the Reserve components be equipped and manned?

- **Base equipment on mission not the component**
- **Develop technology to communicate with all services (HLS to DoD with all Federal and local agencies)**
- **Career flexibility from AC to RC w/equal benefits (Medical, Pay, Incentive)**
- **Allow use of Auxiliary personnel (civilian) to work with and assist units.**

FORUM II

Honorable Michael Dominguez

Key action recommendations

- **RC must be budgeted into AC War Plans**
- **Streamlined chain of command for RC integration into AC**
- **Force structure must fit service component mission**
- **Develop correct mission balance between RC and AC**
- **Equal benefits between RC and AC**

FORUM III

~Employment~

Honorable William A. Navas Jr.

COL Mari K. Eder

Mr. Richard Odenthal

Employment of the Reserve component:

Do we

**need a new availability and service
paradigm**

**for the Reserve component - one that
reflects**

**the changing patterns of use and
enhances the**

FORUM III

MG Charles E. Wilson, USAR

**Topic A - What are the future
employment**

- concepts for the Reserve components?**
- -Homeland Defense and Warfighting Capabilities**
 - Formalize as doctrine**
 - Cafeteria Style Employment Model**
 - Individual Mobilization Augmentee**
 - Traditional Model**
 - Enhanced Model**
 - Rotational Based Force**
 - Predictable and flexible in use**

FORUM III

**RADM Grant Hollett, USNR (Ret) *Alumni*
*President***

Topic B - How are platform and modernized equipment to be employed?

▪Modernization:

- Use the DTLOMS model with full RC participation in planning and funding.
- Integration of equipment with active component (similar to AF Associate model)
- Greater use of simulators/distance learning

▪Critical civilian skills:

- High paying (IT, medical, hard sciences, contract management)
- Lengthy training (linguists)

FORUM III

Maj Gen John Bradley, USAF

Topic C - What institutional and structural changes must be accomplished to realize the future employment concepts for the Reserve components?

- **NORTHCOM role defining / deconflicting needs of DoD vs. governors.**
- **NORTHCOM is honest broker**
- **Rotational capability**
 - **Based on UIC/UTC as building block**
 - **Speedy and agile MOB process preceded by training**
 - **One standard with accountability inspections = trust**
- **Funding for readiness**
 - **To match rotational scheme**
 - **You get what you paid for**
- **Train and exercise w/local authorities**
- **Flex with 39 day standard tailored to mission**

FORUM III

MajGen Leo V. Williams III, USMCR

Topic D - What changes in the RC are required

to facilitate joint experimentation, research, and development ?

-congruent legislation and/or policy that will provide/facilitate full integration of all components.

Obstacles:

- culture
- lack of availability of joint assignments & education opportunities
 - have to have units/individuals with experience in joint experiments
- time limitations – resulting from need for core skills development.
- resources
- insure that joint experiments / RDT&E are congruent / compatible and do not compete with core training requirements.
- civilian acquired skills identified and utilized.

Alternatives / Recommendations:

- dedicated niches (individuals & units) for experimentation
- rotating (and standing) forces to conduct experiments.

FORUM III

Honorable William A. Navas Jr.

Key Action Recommendations

Status Quo is not an option – Must create new availability and service paradigm

- Maintain the “Militia Tradition”
- Streamline Mobilization
- Create new “service paradigm”

Bottom Line: Reform—Transform—Modernize
... in that order

FORUM IV

~Citizen Connectivity~

MG Richard O. Wightman Jr.

Mr. John Rendon

Ms. Helena Ashby

Mr. John Brinkerhoff

**National Security demands are
demonstrating**

**the need for new commitment by Citizen
Patriots. How can we best link to our
public
*constituency?***

FORUM IV

MG Tim Haake, USAR

Topic A: What is the present public - Reserve components connectivity? Is there a constituency?

- **Constituency is the public (force has to reflect that):**
- **RC members and all affected (family, friends, employers, associations, elected officials)**

FORUM IV

RADM Mary P. O'Donnell, USCGR

Topic B: What should be the public - Reserve component connectivity? How should connectivity be built?

- **Mandatory 2-year public service for all**
- **Marketing/education of RC programs and missions (public, schools, industry, internal stakeholders, etc)**
- **Outreach to local, state and federal decision makers**
- **Establish/strengthen auxiliary/volunteer organizations**

FORUM IV

MG Paul Bergson, (Ret)

Topic C: How can the public - Reserve component connectivity be improved?

- **Commander meets regularly with local education, business and civic leaders to share ideas/concerns.**
- **Create community conversations led by the RC**
- **Transformed military will need emphasis on IT, ethics (cultural awareness), languages, and medical.**

FORUM IV

Mr. Bryan Sharratt

Topic D: What is the prototype Citizen Patriot?

- **New Homeland Security threats require more citizen involvement for a national “neighborhood watch” as well as for response and mitigation (law enforcement auxiliaries, CAP, Guardian Angels, State Guards, civilian specialties and skills)**
- **RC could take lead in forming partnerships, defining missions, and conducting training and exercises.**

FORUM IV

MG Richard O. Wightman Jr.

Key action recommendations

- **Continue with efforts/programs to facilitate connectivity with public**
- **Explore national service options & outreach programs**
- **Continue with transformation initiatives focusing on needs of the future**
- **Increase emphasis on Citizen Patriot links and**

QUESTIONS?

Leading from the Future

What if we could transcend the past within the next 6 months to invent new possibilities to respond to our environment.

What if we could start that leadership journey right NOW... as an act of individual and collaborative leadership in this room

What if we began that journey not from our knowledge, experience and conclusions from the past, but instead come from a future that we're committed to creating.

So, how many people would be willing to start that journey with The Board and I right now. Raise your hands.

Sounding for possibilities.

Leading from the Future

- What if we had seamless integration, communication and mobilization of local through national systems. (a true web of life)
- What if we transcended the current emphasis on the expeditionary mindset and do the home mission
- What if we have the ability to respond instantaneously to the unexpected home attack.
- What if we invented, redefined a new context in the defense community to welcome in an authenticate commitment from the private sector in homeland defense.
- What if you, the board, and I and the defense community were to all transcend our differences and come together and have a true thanksgiving for our families.

Leading from the Future

Thank you for that exercise in leading from the future.

Out of my commitment to burning the boats, I am meeting with my staff all day tomorrow on how to translate this vision into reality and I promise to share this with the board within 2 weeks at which point I will request my board advise me on how to make this real within our stakeholder community.